

**SECRET**

**SUBJECT:** Rotation of Personnel <sup>064</sup>between the Office of Training and other  
Offices of CIA

NO CHANGE in Class. ☐

☒ DECLASSIFIED

Class. CHANGED TO: TS S C

DDA Memo, 4 Apr 77

Auth: DDA REG. [redacted]

Date: 17 JAN 78 By: [redacted]

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**1. PROBLEM:**

To establish a policy and fix responsibilities for providing an orderly system of rotation of: (1) qualified personnel with intelligence and operational experience into OTR; and (2) OTR/<sup>career</sup> personnel into other Offices of CIA.

**2. ASSUMPTIONS:**

a. With the inclusion of a Training Annex to the Cold War Plan for Fiscal Year 1957, training needs will be expanded and training workload increased.

b. Operations and training are interdependent and mutually supporting. To carry out CIA's training effort, and to ensure that training, intelligence, and operational doctrine are in consonance, the need for qualified personnel in OTR will exist on an increasing scale.

**3. FACTS BEARING ON THE PROBLEM:**

a. There is no CIA policy statement or directive concerning rotation of personnel between OTR and other Offices of CIA. There is general agreement that rotation is necessary, but no established systematic procedure for effecting it.

b. Knowledge of intelligence principles and proficiency in clandestine techniques can best be imparted by people with intelligence training and successful experience. Such people can be made available to OTR by an interchange of personnel between OTR and other Offices of CIA.

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c. Tours of duty should be of sufficient duration to afford maximum benefit to the Office concerned and to the individual's career development, and should be planned far enough in advance to permit orderly replacements and individual personal arrangements.

#### 4. DISCUSSION:

a. The success of intelligence and executive operations depends upon the professional skills of personnel engaged in these activities. Such skills are developed by training and experience. Effectiveness of training depends upon the quality of personnel assigned to develop, prepare, and conduct instruction. Such training cannot be provided solely by theoreticians. One instructor with sound intelligence experience can make a significant contribution to developing competence in many new or less experienced personnel. For example, an instructor in the tradecraft course, during a normal tour of duty, comes in contact with 750 to 1,000 trainees. This represents a high return upon the investment of one instructor in the training process.

b. A number of personnel have been exchanged between OTR and other Offices of CIA with mutual benefits. Continued improvement of teaching skills will raise the level of on-the-job training within CIA and training of indigenous personnel overseas.

c. Exchanges of personnel between OTR and other Offices were initiated by the Director and Deputy Director of Training on an individual and informal basis with DD/P components. These arrangements should now be formalized and extended to include other Offices of CIA.

d. Personnel needed by OTR from the other Offices fall into two categories:

- (1) Instructor personnel, for tours of duty lasting thirty to thirty-six months.

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(2) Specialist personnel, to assist in developing training materials and interpreting intelligence and operational doctrine in terms of CIA's training effort, for shorter tours of duty.

25X1 e. Presently on duty with OTR are ☐ individuals from other Offices of CIA. On the basis of a thirty month tour of duty, ☐ of this number (☐ instructors and ☐ specialists) will return to their career Offices in 1956. If the workload of OTR is increased for FY 1957, the requirement for replacements <sup>will</sup> ~~would~~ increase proportionately. *13-20 per month*

25X1 f. Of ~~the~~ ☐ instructors <sup>with 3 or more years</sup> ~~on~~ duty with OTR, ☐ have had no intelligence or operational experience in other Offices of CIA <sup>for 3 or more years.</sup> Such personnel should be rotated into other components at the rate of ☐ per year for tours of duty of a duration consistent with practices of the Offices concerned, providing replacements <sup>are</sup> ~~are~~ available.

*Steve:*  
25X1 Out of ☐ non-instructor troops, ☐ have had no overseas (or other) experience in 3 years or more in OTR. The bind comes, as you know, in the group on board with OTR for less than 3 years, and this holds true for instructor personnel as well. *that*

for at least two tours of duty with OTR during their CIA careers. From the standpoint of contribution to the training effort and to career development of the individual, optimum times for rotation are considered to be: (a) in the fourth to sixth year, or between the employee's second and third overseas tours of duty, and (b) in the eighth to tenth year of duty with CIA.

(2) Career OTR employees should also have opportunity to gain experience in the Offices of CIA designated by their Career Service Board.

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5. CONCLUSIONS:

a. There is need for a policy decision that the other Offices of CIA have a responsibility to:

(1) Make available to OTR for selection, qualified instructor and specialist personnel.

(2) Accept selected OTR personnel for tours of duty with their Offices.

b. There is need for assignment of priority to permit forward planning to select and assign instructor and specialist personnel as needed, with assurance that individuals selected for rotation will be made available.

6. ACTION RECOMMENDED:

a. That the general policy be established that other Offices of CIA have the responsibility to support the training effort by providing qualified instructor and specialist personnel as required, and by affording to OTR career personnel the opportunity to gain and replenish operational experience.

b. That OTR be authorized to select from among career employees of the other Offices of CIA, according to the needs of the training effort, (1) qualified persons to serve as instructors for at least two tours of duty during their CIA careers, and (2) experienced specialist personnel for temporary tours of duty as required.

c. That the AD/Personnel be authorized to establish a procedure for the systematic rotation of personnel between OTR and the other Offices of CIA for duty assignments only.

d. Approval and dispatch of the memorandum attached at Tab A will accomplish the action recommended.

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D R A F T

MEMORANDUM FOR: Deputy Director (Intelligence)  
Deputy Director (Administration)  
Deputy Director (Plans)  
Assistant Director for Communications  
Assistant Director for Personnel  
Director of Training

SUBJECT: Rotation of Personnel between the Office of Training  
and other Offices of CIA

1. It is the policy of CIA that every member of the organization be trained for the assignment he is to fill. Implementation of this policy makes it necessary that qualified instructor and specialist personnel be assigned to positions within the Office of Training and <sup>that</sup> Office of Training personnel be rotated into functional assignments with other Offices in order to gain and replenish Agency experience.

2. Heads of other Offices will ensure that career planning for personnel under their jurisdiction includes the opportunity for each career employee to accept at least two assignments in the Office of Training. Such assignments should be made where feasible between the fourth and sixth years, and between the eighth and tenth years, of duty with CIA.

3. The Director of Training is authorized to select qualified and experienced personnel <sup>for tours of duty with the Office of Training</sup> from among employees of the other Offices scheduled for reassignment, in numbers necessary to carry out the training requirements of CIA. The normal tour of duty for instructor personnel will be thirty (30) months. Specialists, whose services may be required for shorter periods, will be ~~assigned~~ selected for special assignments in the Office of Training and carried on the Table of Organization at their current GS-rating.

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4. Heads of other Offices are authorized to accept Office of Training career personnel nominated by the Director of Training for tours of duty ~~with duration~~ of duration consistent with the practices of their respective Offices. *shall*  
~~with~~

4. Agency career planning for rotation of personnel ~~must~~ be accomplished in such a manner that scheduled individual rotations will be planned at least six months in advance of the effective date.

ALLEN W. DULLES  
Director of Central Intelligence